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ABSTRACT

This book presents detailed guidelines for conducting structured on-the-job training (S-OJT), which is training based on the premise that OJT can be structured and planned so as to produce more predictable and reliable training outcomes. Together, the book's 15 chapters systematically examine the topics of meeting the demand for employee expertise, structuring OJT processes, and using S-OJT. The individual chapter topics are as follows: (1) the challenge of developing employee expertise; (2) a system view of S-OJT; (3) training and learning in the work setting; (4) deciding whether to use S-OJT; (5) analyzing the work to be learned; (6) selecting, training, and managing employees to deliver S-OJT; (7) preparing S-OJT modules; (8) preparing to deliver S-OJT; (9) delivering managerial, technical, and awareness training; (10) evaluating and troubleshooting S-OJT programs; (11) organizational change and S-OJT; (12) the global perspective of S-OJT; (13) workforce development and S-OJT; (14) change management process and issues in using S-OJT; and (15) developing a culture of expertise. (Forty tables/figures are included. The following items are appended: excerpts from the "Training within Industry Report" describing the Lens Grinder Study; S-OJT trainer and trainee evaluation forms; and a sample S-OJT module with embedded training events. The bibliography lists 161 references.) (MN)

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